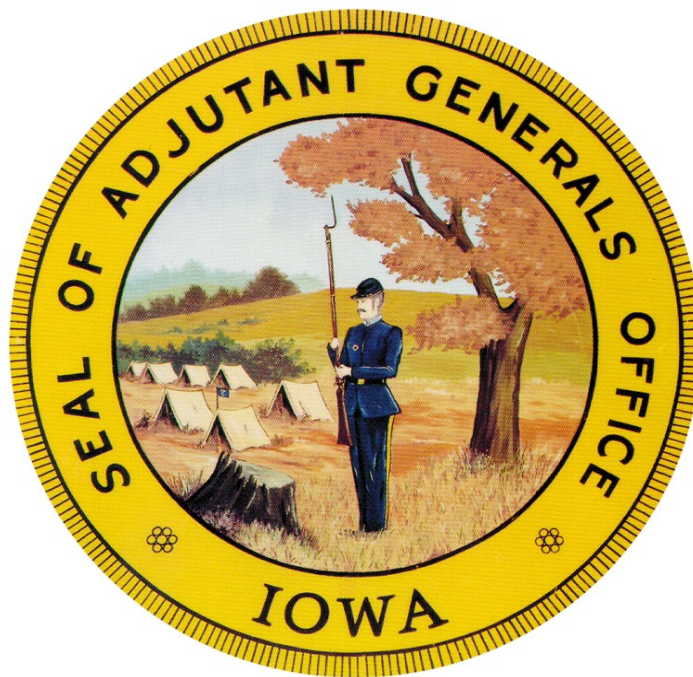


Iowa Department of Public Defense

Performance Report



**Performance Results
Achieved for Fiscal Year 2007**

**MAJOR GENERAL RON DARDIS,
THE ADJUTANT GENERAL**

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Introduction

I am pleased to present the Iowa Department of Public Defense Performance Report for fiscal year 2007 (October 1, 2006 – September 30, 2007). This report contains information about the services provided to our country and the State of Iowa during this fiscal year by the citizen-soldiers of the Iowa National Guard.

The Iowa National Guard had several outstanding achievements during this past fiscal year. We continued to mobilize and deploy combat-ready units, soldiers, and airmen in record numbers to worldwide locations to support US efforts against the global war on terrorism. Every Iowa Guard citizen-soldier that deployed was the consummate product of our core functions. Our ability to deploy our soldiers and airmen in the numbers that we have are the result of the achievement of our established services, products, and activities.

The Iowa National Guard continues to rank high in the entire National Guard in strength maintenance. We have been able to accomplish this despite the continual mobilizations and deployment of our men and women for the past several years. I believe that this is a great testimony to the quality of our organization, our training programs, and our ability to attract and maintain high-quality men and women in our organizations and units.

Another major achievement was our continued high national ranking in the Army Community of Excellence (ACOE) National Guard category competition. Last year we placed fifth in the nation in this highly competitive program that uses Baldrige criteria to evaluate and reward performance excellence and continual improvement. This year we received a site survey from the ACOE judges. This is an indicator that we will rate high in this competition again this year. The Iowa Guard was judged the first in the nation during 2002 and 2004. Here again, we are pleased with this enviable ranking when considering our high operations tempo and the large number of Iowa Guardsmen deployed and the broad spectrum of the competition's evaluation.

We continually address our number one priority of strength maintenance. Strength relates directly to readiness which has been the key to our successes. We know that our nation is and will continue to rely heavily on the citizen-soldiers to support worldwide military operations. We also know the key to our ability to meet our mobilization obligations is through trained soldiers and airmen in our units. We are acutely aware of the family support and employer issues that our members deal with. We place considerable attention and resources into strengthening these programs. Public support of our programs, additional and increased incentive benefits for our members, and adequate federal and state funding of our programs have assisted us achieve high levels of readiness.

I am extremely proud of the men and women of the Iowa National Guard and their professionalism and the manner that they have accomplished our federal and state missions and met our performance objectives. They are the epitome of excellence that is portrayed in this 2007 performance report. All Iowans can take great pride in their accomplishments and continual striving for excellence.

Sincerely,

//s//

Ron Dardis
Major General, Iowa National Guard
The Adjutant General

Department Overview

Vision

“A ready, relevant, responsive, joint force, committed to excellence, serving Iowa and the Nation, today and tomorrow.”

The vision of the Iowa Guard is to be recognized as a world class team, a Total Force partner capable of accomplishing its federal, state, and community missions with professional citizen-soldiers and airmen dedicated to protecting and defending the basic values all Americans cherish; and at the same time caring for all those within its Guard family.

Mission

The mission of the Iowa National Guard is three-fold encompassing our commitment to our nation, the State of Iowa, and our communities.

Federal Mission

Provide combat ready units in support of the national military strategy.

State Mission

Provide units and equipment to protect life and property and come to the aid of Iowans in a time of need, to preserve peace and order, and to ensure public safety for the citizens of Iowa.

Community Mission

Participate in community programs that add value to our communities, to Iowa, and to America while becoming true role models and making our communities safe and a better place to raise our families.

The Iowa National Guard has administrative and command authority over numerous Army and Air organizations and units to accomplish these diverse missions. In addition we have established a joint military headquarters that plans and conducts operations in support of civil defense.

The Iowa National Guard is frequently called upon by the Governor of Iowa to support enterprise initiatives. These include sharing of resources that strengthen other areas of state government and to enhance the state economy to providing information, facilities, and personnel to support technology and other initiatives.

Values

Iowa National Guard Values mirror the “The Army and Air Force Values”. These values are prominently displayed in every facility to guide us in our day-to-day operations. “Readiness” was added to ensure that we maintain personal readiness at all times.

Loyalty

Bear true faith and allegiance to the U.S. constitution, the Army, the Air Force, and other soldiers and airmen. Be loyal to the nation and its heritage.

Duty

Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

Respect

Treat people as they should be treated. Treat others with dignity and respect while expecting others to do the same.

Selfless service

Put the welfare of the nation, the Army, the Air Force, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Honor

Live up to all the Army and Air Force values.

Integrity

Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass" an inner voice.

Personal courage

Our ability to face fear, danger, or adversity, both physical and moral courage.

Readiness

Insuring that our units and members are trained and equipped to perform their assigned missions.

Iowa National Guard Command Philosophy

Our command philosophy is the essence of our command and operations activities. They guide our leadership and members in the accomplishing our missions, achieving high levels of excellence, and continually improving.

1. **EMBRACE THE CORE VALUES OF THE IOWA TEAM.** *Loyalty, duty, respect, selfless service, honor, integrity, personal courage, with excellence in all we do.*

2. **PUT THE TEAM FIRST.** *When the team is a success there is credit for all.*

3. **BE SENSITIVE TO YOUR PEOPLE AND THEIR ISSUES.** *Be intolerant of abuses and misuses of them.*

4. **COMMIT TO EXCELLENCE.** *Strive for continuous improvement.*

5. **TREAT ONE ANOTHER WITH DIGNITY AND RESPECT.** *Promote the highest standards of honesty and trust.*

6. **INSTILL PRIDE IN THE IOWA TEAM.** *Recognize and reward your team.*

7. **BE ACCOUNTABLE FOR YOUR ACTIONS.** *Set the example. Mistakes and disagreements are okay until decision is reached, go with final decision.*

8. **BE PATIENT AND PERSEVERE.** *Vital components of teamwork take time to develop and grow.*

9. **LEAD FOR THE BEST OF US, NOT THE WORST OF US.** *Not everyone wants to be on the team – pull the weeds.*

10. **WORK PROACTIVELY TO AFFECT POSITIVE CHANGE.** *Empower your people to be creative and innovative.*

11. **KEEP THINGS IN PERSPECTIVE.** *Your families are your greatest treasure. Have fun, Keep a sense of humor.*

12. **LEAVE SOMETHING BEHIND.** *Mentor the men and women of the Iowa team.*

Major Services and Products of the Iowa National Guard are:

- Combat-ready organizations and units that are trained and equipped to complete their federally assigned missions in support of combatant commander missions and emergency response requirements.
- Organizations, units, personnel, and equipment to protect life and property and come to the aid of Iowans in a time of need, to preserve peace and order, and to ensure public safety for the citizens of Iowa.
- Recruitment and retention of qualified members to perform assigned organizational and unit missions.
- Trained and qualified officers and soldiers to attain combat readiness and perform assigned missions.
- An ability to mobilize and deploy Iowa National Guardsmen quickly and efficiently with the least possible impact on families and employers, and enhanced by our family readiness and Employer Support of the Guard and Reserves programs and the processing of our members and families.
- Educated, physically, and mentally fit soldiers and airmen in Iowa National Guard organizations and units.
- Activities involved with the elements of homeland security; detection, prevention, and protection with traditional phases of emergency management (mitigation, preparedness, response, and recovery) into a comprehensive program that is both multi-hazard and multi-function based.
- Iowa National Guard Drug Demand Reduction and Counter Drug programs that significantly impacts on the quality of Iowa.
- The National Maintenance Training Center is a US Army “schoolhouse” located at Camp Dodge and is an integral element in the Army’s maintenance training program.
- The 185th Regional Training Institute leadership programs produce leaders for the Iowa National Guard and United States Army Reserve units.
- Army Communities of Excellence program initiatives that are federally funded Iowa National Guard tenant activities that provide unique training and operations support to the US Army and Air Force. These include the Sioux City-based US Air Force regional paint facility, Camp Dodge-based Military Interactive

Multimedia Instruction Center, Digital Training Development Center, Computer Services Corporation, and ALION Corporation.

- Readiness centers and armories, facilities, ranges, and training areas to train Iowa National Guard members and improve/maintain unit readiness in a “ready” condition.
- A proper mix of types of units in the Iowa National Guard essential to working within the limits of Iowa’s demographics along with proper and adequate training facilities and areas to support unit training requirements and programs.
- Upgrades and required maintenance to preserve our facilities and ultimately reduce construction expenditures.
- Effective utilization and security measures for facilities and equipment.
- Effective and efficient distribution of supplies and services to units to support commanders’ training programs and combat readiness.
- A comprehensively planned and coordinated direction, utilization of funding, personnel, and equipment to support operations of the Iowa Department of Public Defense.
- Effective fiscal management of available agency funding support to gain the greatest impact on Iowa National Guard readiness.
- Operable equipment and supplies to train, achieve combat readiness, and perform missions.
- Iowa National Guard training programs that strictly adhere to environmental stewardship.
- Leadership of a 9,500-member organization and the stewardship of resources directly related to combat readiness and the ability to mobilize and deploy combat-ready organizations and units, respond to emergencies in the State of Iowa, and to make the best advantage of available funding resources.

Strategic Plan Results

The Iowa Department of Public Defense Strategic Plan is based on a dynamic planning program that focuses on a three to five year long-term planning timeline coupled with detailed short-term planning windows. Various internal and external assessments occur throughout the year as part of the organizational performance review process. Leaders at all levels are continually asking, “Where are we now?” These assessments involve areas of strength, organizational weaknesses, and barriers to success. External assessments involve areas of opportunity and potential threats. This information is used continually throughout the year to adjust operations for optimum performance.

A key part of our strategic planning process is the annual strategic planning off-site meeting that begins with an assessment of “Where do we want to be?” Members of the Continuous Improvement Steering Committee (CISC) review the organization vision and mission in the content of current reality. Using the strengths, weaknesses, opportunities, and threats (SWOT) to the organization from the internal and external assessments the committee identifies priority issues and updates the strategic objectives. This information is used to confirm the validity of both strategic and operational level programs.

With the priorities and strategic objectives identified, the off-site group continues with discussion of “How do we get there?” Objectives and programs that have been completed or are no longer functional or logical are eliminated. New objectives and the programs required to attain them are identified. The meeting concludes with assignment of program ownership to appropriate directorates and action officers.

The basis for our continuous improvement program is a constant review of results related to organizational objectives. The review process relates to organizational objectives and performance measures. This process is driven by the Continuous Improvement Steering Committee and relies on input from the “owners” of the day-to-day implementation and program functionality to ensure accurate and adequate review.

The Iowa Department of Public Defense is unique in the vast array of our key customers. This wide variance is due to our three missions (federal, state, and community) and the wide span of commands and jurisdictions in which we operation to complete our missions. Our customers include, however, are not limited to:

- External customers – War trace entities – War fighting combatant commanders, United States Forces Command (FORSCOM), and the National Guard Bureau.
- State of Iowa – The governor and citizens of the state, all state agencies, and law enforcement agencies.
- Communities – Local governments and law enforcement agencies, schools, and emergency services agencies.
- Department of Defense and Departments of the Army and Air Force entities – United States Training and Doctrine Command (TRADOC), National Training

- Center, Joint Readiness Training Center, 1st United States Army, 5th United States Army, Air Combat Command, and military organizations and units of all services.
- Other federal entities – Department of Homeland Defense, Federal Emergency Management Agency, and law enforcement agencies.
- Civilians – Businesses, not-for-profit entities, media, and service organizations, and individuals.
- Military service members – active and retired. Current members and veterans receive installation support, i.e., recreation center, Department of Public Defense, credit union, Iowa Law Enforcement Academy, Post Exchange, and Iowa Gold Star Museum.

The driving force behind Iowa National Guard operations and associated functions is the ***end strength of the force***. The number of soldiers and airmen in the Iowa National Guard on the September 30th predicates the infrastructure and related issues. The majority of our budget activity supports manpower and salaries in our fulltime force and organizations and units.

Various incentive programs support our recruiting and retention programs. The state-funded Iowa National Guard Educational Assistance Program is vital to our recruiting program. Many of our soldiers and airmen join our programs to receive monies to fund their advanced education. The 2007 Iowa program was funded at \$3.75M. It provides 100% educational assistance to qualified Iowa National Guardsmen and women based on state regent's institution tuition costs. The program funding was recently increased from approximately 50% to the 100% mark making Iowa competitive with surrounding state educational incentive programs and attracting Iowans living along the state's borders to enlist in our Iowa units as opposed to joining a bordering state's National Guard or a Reserve unit. The Iowa National Guard Education Assistance Program is helping us achieve full strength in our units and attracting Iowans to attend Iowa schools and remain in Iowa to work and raise their families.

Our end-of-the-year strength figure is critical to our year budgets, organizational structure, and our ability to perform our missions. The increased budgets derived from our ability to maintain our unit strength enhances our training program activities resulting in a better-trained and more capable force. It dramatically increases the investment that we are able to make in our soldiers and airmen. Additional training opportunities enhance their self worth and abilities. Our Iowa Guardsmen are using their military training education to perform their assignments, improve and progress in their civilian endeavors, and to make Iowa a better place to live and work. A well-resourced full strength organization is a "combat multiplier" for Iowa's economy and quality of life.

Consequently, well-trained units, soldiers, and airmen require much less time to respond national emergencies and state disasters. The Iowa National Guard has become a recognized national leader in our ability to mobilized units with very little additional training or preparation because our robust unit training programs produce combat ready units available in an extremely short time with little additional training or administrative preparation.

The contributions to Iowa's fabric are significantly enhanced by our Iowa National Guardsmen's contributions. Our citizen-soldiers receive training and education far beyond the technical and combat skills they require to be successful on the modern battlefield. They learn about teamwork, leadership, cooperation, and working with others for the good of the common cause. A very important by-product of Iowa National Guard membership is this skill set that is so vitally important in our communities. Our Iowa National Guardsmen and women are involved in their communities. They use the skills and knowledge that they acquired in the Guard training to be leaders in their communities and to make Iowa a better place to live, get an education, and raise a family.

As a result of this process we work very hard to achieve our ***Number One mission of Strength Maintenance***. Our efforts are much less effective for our nation and state when we fall short of our authorized strength.

Strategic Objective Results closely parallel our ***core functional areas***. The Iowa Department of Public Defense Strategic Objectives and ***Results*** are:

- Provide trained and ready Unit Identification Code (UIC) organizations and units for United States combatant commander missions and emergency response.

The Iowa National Guard organization has performed as a front-runner in the nation on accomplishing our mission of preparing units for combat and response to emergencies. Over 95% of our Army and Air units statewide met or exceeded minimum mobilization requirements on 11 September 2001. The others were trained and lacked equipment. Our ability to produce the trained and ready units that the combatant commanders overseas needed has been duly noted as nearly every unit in the Iowa National Guard has served or is serving on federal active duty in support of the global war on terrorism. Some units have been ordered to active duty twice during this time. The State of Iowa can be extremely proud of the manner our leadership has prepared our citizen-soldiers for potential duty and for the duty performance of our Iowa National Guardsmen when they have been mobilized.

During this same timeframe, nearly every unit of the Iowa National Guard has undergone transformations to keep them relevant to the Army and Air Force's force structure requirements. Some units have been totally reorganized and provided new missions. Others have received new equipment that has caused major manpower changes, equipment support requirements, and needs for new construction and modifications to meet the new mission requirements. This has occurred in both the Army and Air National Guard.

Our overall target for our units to meet federal mission accomplishment requirements is 65%. Our actual performance during 2007 was 5%. This evaluation is solely due to the availability of authorized and ready equipment in our units.

We have done a very good job of maintaining overall strength in our units, the categories of equipment on hand (EOH) and equipment readiness (ER) have suffered from the continual mobilizations and use of the equipment. Our goal for equipment-on-hand is 80%. We closed the year at 62% of goal. Two major factors affected this actual performance. Those are that considerable unit equipment did not return from the overseas area of operations with the units. The Department of Defense directed several units to leave their equipment in place for follow-on units to utilize, thereby eliminating the deployment of an additional set of equipment. Our units have not been backfilled with new equipment. The transformations have also affected this percentage in that several units do not have the prescribed equipment for their new unit missions.

Ironically, we surpassed our 70% equipment readiness goal with an actual performance of 95%. This is a huge testimony to the abilities of our members and maintenance and logistics sections to maintain and ready our equipment to mission accomplishment.

We are continuing to focus considerable energy towards resetting our units that have returned from Global War on Terrorism operations and outfitting them with mission-capable equipment so they may achieve minimum readiness goals as well as receiving the required equipment for our transformed units.

- Maintain authorized officer and enlisted soldier and airmen strength.

Personnel strength in the Iowa Army and Air National Guard has remained over or near 100% of authorized throughout the mobilizations to support the global war on terrorism. Our actual performance during this year was 99.56%. This figure is the percentage of fill against the authorized positions in the federal tables of organization and equipment that our units and organizations are organized under. We had an 89% of qualified and trained personnel with available senior grade leadership. This number excludes the soldiers waiting or at initial entry training. We are extremely proud of being able to maintain strength as units were being tested in combat. Our retention of our citizen-soldiers has remained high and has been an important factor in our ability to rank high in the nation.

- Maintain units within the six-year training cycle that are available for or are serving on federal active duty. These units' possess required resources and are trained in mission-essential tasks to complete the wartime mission for which they are organized and designed. These units are available for state active duty.

Again, we achieved 5% of our 33% target goal due to the large number of units that have been deployed during the past several years and, in particular, to the equipment-on-hand and equipment-readiness issues addressed above.

- Maintain units within the six-year training cycle that possess required resources to undertake many, but not all, portions of the wartime mission for which they are organized and designed. These units are available for state active duty.

We achieved 53% actual performance against a target goal of 50%.

- Transition units from active duty and reset their organization and capabilities within the six-year training cycle. These units have limited capability for state active duty.

We achieved 42% actual performance against a target goal of 17%.

- Maintain unit mobilization station arrival date criteria as established by higher federal mobilization headquarters.

100% of our units that have been mobilized have met or exceeded mobilization criteria upon arrival at their mobilization stations.

- Maintain active unit participation and support of the national and local Employers support of the Guard and Reserve (ESGR) program.

100% of our units actively support the ESGR program.

- Maintain a program that provides mandatory pre- and post-mobilization briefings and facilitate entry onto federal active duty and reintegration back into the civilian environment after release from active duty.

100% of our mobilized members receive pre- and post- mobilization briefings and assistance as required.

- Assist the successful reintegration into employment or continued education for members upon release from active duty.

We achieved 99% actual performance against our target goal of 95%. Nearly all of our members are eventually reintegrated to a job or schooling upon final release from active duty. Some members are retained for a period on federal active duty because of medical reasons and others do not return to home station with mobilized units due to additional follow-on mobilization requirements.

- Provide member and dependent mobilization processing. This includes briefings, issuing identification cards, entering military sponsor and dependents into medical assistance program, and providing required powers of attorney and other legal assistance.

All of our soldiers and airmen and their families receive this assistance as part of their mobilization processing. Many of these items are annual requirements during member mobilization readiness reviews.

- Make available the Iowa National Guard Educational Assistance Program for all qualified Army and Air members. We use Fiscal Year 2001 when we had no units/members mobilized as our benchmark and when 15% of our assigned strength

availed them of the educational assistance program. Our goal of utilization of the program is 10%.

During 2007 when we had as many as 2,000 members deployed, 14% (1,116) members applied for and received educational assistance benefits from the program against our 10% performance target.

- Provide staffing and facilities of the federal Midwest Counterdrug Training Center located at Camp Dodge. This federally-funded facility is one of five in the nation that provide federal, state, and local law enforcement officers with the necessary education and “tools” that they required to deal with illegal drugs in our communities across the nation. The Iowa National Guard provides the leadership, administrative and logistical support staff, and facilities for this year-round operation. Law enforcement agencies provide the instructor staff. Courses are taught at the Camp Dodge facility and courses taught at locations throughout our region.

Productivity and effectiveness of our efforts is based on the number of students that attend the school’s course throughout the year. This year, 12,957 students received training at or through the Center against our target goal of 6,000.

- Provide support for Iowa county drug demand education programs. Our goal is the establishment of functional programs in all 99 counties. We recognize and understand the limiting factors within the counties that simply do not provide enough resources for these programs. We also realize that our ability to provide direction and instructor/facilitators is a major part of county programs formulation and operation. The deployment of our drug demand program full-time staff and substantially reduced federal funding for this program has affected our ability to support the county programs.

This year there were 9 functioning county programs against our target goal of 20.

- Provide Counterdrug and Drug Demand Reduction staff to provide support validated federal/state/local requests for assistance and training.

100% of the validated requests received were supported and completed by our Counterdrug and Drug Demand Reduction staffs.

- Provide training periods at the National Maintenance Training Center (NMTC) located at Camp Dodge. The NMTC is a federally-funded National Guard Bureau training center that provides a collective training environment for Army, National Guard, and Army Reserve maintenance units and better prepares them to perform their assigned federal missions. Units from all three Army components as well as Marine Corps and civilians training at this year-round one-of-a-kind training center. The National Guard Bureau and the Iowa National Guard provide the leadership, instructor staff, and administration/logistical support.

The center has a tremendously positive effect on the overall readiness of the Total Army's maintenance force capability and particularly so with the support that they have collectively provided to the global war on terrorism. Returning units are being scheduled back to the Center to maintain and improve their readiness posture.

90% of the available unit training dates at the Center were forecasted and scheduled during Fiscal Year 2006. Our target goal is 85%.

100% of the available unit training dates that were forecasted and scheduled were utilized. Our target goal is 75%. In prior years this percentage has been affected by units cancelling due to federal active duty mobilizations.

- The Iowa Gold Star Military Museum located at Camp Dodge collects, preserves, and portrays Iowa's rich military heritage. Our museum is the only Iowa military museum recognized by the US Army Center of History and we are required to meet the Center's high standards of display, administration, and security. The museum's rotating displays depict the actions of Iowans during all periods of war and peace since our early days as a territory. The museum also contains an extensive Iowa State Patrol display.

The Iowa Gold Star Military Museum has become an extremely popular and well-visited destination for groups of all ages. Our staff is also requested to make outreach visits to a number of groups throughout the year.

Our goal for the number of persons reached through our special community events is 2,000. We surpassed this number during the fiscal year by reaching out to an estimated 2,460 persons through our outreach and special community events.

Our goal of numbers of people physically visiting the museum and its displays is 5,000 annually. We had 13,557 visitors signed in to our register during the year.

- The Sioux City Iowa Air National Guard base is the home of the Air National Guard Aircraft Paint Facility. This facility completes paint restoration for Air National Guard aircraft as well as supporting other services as time is available. It provides full paint jobs and restores protective finishes. The facility is a one-of-a-kind operation and is federally funded.

This year the facility refinished and repainted 53 combat aircraft against our target goal of 40.

- The Iowa National Guard has been a military leader in automated information applications for many years. This distinction has attracted agencies specializing in digital training programs and applications.

The Digital Training Development Center (DTDC) is a National Guard Bureau Army Training Facility. DTDC is responsible for management of the three assigned programs: Army Battle Command Training Section (BCT), Military Interactive

Multimedia Instructional Course (MIMIC) and Application Support and Training Section (AST). The DTDC headquarters section employs 4 soldiers and 5 contractors. The five contractors are responsible for the overall day-to-day operations of the center.

The BCT Section employs 4 contractors and their mission is to train Army National Guard soldiers and units in the Army Battle Command System this is being deployed throughout the Army National Guard. During fiscal year 2007, they provided a total of 59 sustainment-training classes. This section also provided leader courses and integration courses to assist units in becoming digitally aware in order to operate and integrate them selves into today's digital battlefield. The Battle Command Training and Deployable Server (BCT&DS) that is part of the operation provides the Army National Guard the ability to train soldiers with distributive learning using standard PC workstations located anywhere in the Army National Guard and linking to ABCS servers located at DTDC.

The Military Interactive Multimedia Instructional Course (MIMIC) section employs 37 contractors. Their mission is to develop distributive courseware for the Army National Guard and other Department of Defense entities and provide multimedia interactive training to the Army as a whole. During fiscal year 2007, this section produced 276 hours of training digitized training courses against their target goal of 225. They anticipate that this will increase to about 300 hours in 2008. We have seen tremendous growth in this area because of a greatly increased budget that was approximately \$16M in 2007. MIMIC currently employs 43 local area residents in its Camp Dodge Operation.

The Application Support and Training (AST) Section employs 6 soldiers. Their mission is to support Army National Guard training and resource applications used uniquely by the Army Guard. Currently, TROUPERS is the only application supported by this section. This section measures performance in the following three categories, Customer Support, Training Support and Application Support. Customer Support during fiscal year 2007 was 814 help tickets, with 776 completed and the remainder carried over to fiscal year 2008. Out of these 776 tickets, the support desk required 2942 transactions. Training support is measured by classes conducted and students trained. The AST section trained 38 classes. 13 of these were conducted at Camp Dodge with 25 of them conducted at other locations throughout the 54 states/territories with a total of 395 soldiers trained. The section plans to conduct 30 classes with an average class size of 15 equaling 450 next year.

The Distributed Training Operations Center is an Air National Guard program that provides a virtual environment of electronically linked flight simulators and other operational training devices. The Distributed Missions Operations (DMO) is based at the Des Moines Air National Guard Base and supports Air National Guard and Air Force Reserve training sites throughout the United States. DMO simulators may be collectively assembled at one location or distributed at sights across the country to provide a network and infrastructure to facilitate training exercises with advantages over live training missions.

The Center operations have grown to seven connected operational simulators plus a test bed simulator located in Arizona. Several additional sites in Kentucky, Texas, and Ohio are on contract to be added to this training network.

The Distributed Training Operations Center's fiscal year 2007 budget was over \$5.0M and further growth is expected.

- Maintain required federal, state, and community emergency response capability for military support to civilian authorities (MSCA) and homeland security is vitally important. We have become a very close working partner with the Civil Air Patrol (CAP) in this area. The CAP is an important force multiplier in that they can put trained volunteers with expertise and equipment at a location anywhere in Iowa in a relatively short period of time to assist with a variety of emergency situations. They receive most of their funding from the federal government and do receive a State of Iowa appropriation of \$125,000 to support training and equipment requirements. Our evaluation of the Civil Air Patrol's capabilities is basically the same as we use for the Iowa National Guard. Do they have qualified and trained personnel with available senior grade personnel? Our target goal for evaluating the Civil Air Patrol effectiveness is 75% fill of qualified and trained personnel with available senior grade leadership. They achieved 80% during 2007.
- Station and provide adequate armories, facilities, ranges, and training areas for Iowa National Guard organizations and units, soldiers, airmen, and federal and state employees in order to improve/maintain unit readiness to "ready" condition.

We are continually improving and upgrading facilities to insure that they are in the very best condition possible for the stationing of units and the training of soldiers and airmen and women. This on-going process is greatly affected by the transition of units that we are undergoing as well as element such as shifting demographics.

In addition to our ongoing construction and modernization programs we demonstrated this function during recent years through restructuring of units, reassignment of facilities, and closing of armories at Cherokee (1980), Humboldt (1981), Webster City (1981), Ida Grove (1982), Des Moines (Red Horse Armory) (1983), Sioux Center (2000), Villisca (2000), Mapleton (2001), Atlantic (2001), Clarinda (2002), Glenwood (2003), Hampton (2004), Jefferson (2005), and Chariton (2006). The Camp Dodge swimming pool was closed in 2003.

These closures were based on diminishing demographics in the community/area and the maintenance backlog and safety issues applied against the existing facilities.

Our target goal for the best utilization of facilities is 90%. We achieved 100% in this area during 2007.

- We endeavor to meet a 3:1 federal/state cooperative agreement funding ratio. We met this standard during the fiscal year.

- We were in 100% compliance with the US Army Standardized Training Requirements that address unit stationing plans and the execution of our facilities master plan to upgrade Camp Dodge and outlying area facilities, training areas, and ranges.
- Energy conservation is extremely important as we provide a proper environment for our units, soldiers and airmen, and fulltime employees. It is vitally important fiscally as well as physically. With ever-increasing energy costs we take every possible measure for the best possible utilization of our energy resources and to hopefully reduce our costs.

Our target goal of \$10.44 for average BTU/Sq. ft./Degree Day of cost of facility heating and cooling. Our actual performance was \$10.31. We have realized dramatic energy cost increases this past year and anticipate that this will continue.

- We incurred no reportable security intrusions during the year.
- We incurred no loss of physical security equipment during the year.
- The man-day utilization of Camp Dodge is a very important determinant of the size and manning of the fulltime support force that operates and maintains the camp. It also directly relates to the funding that is received for upgrades and modernization projects.

Our target goal is 350,000 man-day of utilization of the camp during 2007. Our actual performance was 372,340 individuals. This includes the Iowa National Guard members and other military units and organizations that train here as well as our fulltime force, staff and students of the Iowa Law Enforcement Academy, the Digital Training Development Center. This number fluctuates. We have seen considerable increases through the years and anticipate continued growth.

- The effective and efficient distribution of supplies and services directly impacts a commander's training programs and combat readiness. We have made tremendous progress in this area in recent years by the implementation of various computer-based programs and our continual improvement processes.

Our target goal for the percentage of routine requests for supplies and services within 24 hours is 85%. Our actual performance was 97%.

- The proper and complete execution of our federal and state fiscal accounts is crucial to supporting our ongoing plans and programs and providing justification for continued funding.

Additionally, our ability to execute federal dollars increases our ability to attract end-of-the-year funds that are underutilized and returned to the National Guard Bureau by other states. Our Director of Installation Management continually has plans on

the shelf for projects that can be executed in a very short time with the availability of end-of-year funding. Many of our programs have been funded in this manner.

Our target goal of funds execution and utilization is 99.975%. Our actual performance was 99.999%.

- Reliable and operable technology and communications systems are vital to training units, maintaining readiness, conducting operations and normal day-to-day functions. The Iowa National Guard has been a forerunner in this area since the very beginning of automated information systems in the military. The Iowa National Guard was the first state in the union to receive federally-funded automation equipment and for many years we continued to receive new and upgraded models as we continued to be the test bed for many programs and applications. We continue to be a leader in this area.

Our target goal for the network services availability to our unit/employee users during the year is 99%. We achieved 99.99%.

- Iowa National Guard training programs include strict adherence to environmental stewardship. We are extremely cognizant of our responsibilities to be a good steward of our environment. Environmental risk assessments are built into every training program and exercise. We have conducted ongoing training programs for many years to educate our people about how they may positively and negatively impact on our homeland as well as teach them the proper and necessary responses to environmental accidents and incidents that may occur during our training exercises and at our training support base locations.

Our programs have received national attention and are frequently looked at as models for others. We have proactively worked to protect endangered species, protect and construct environmental habitats, such as wetlands and reforestations, be good environmental neighbors in our communities. We have established hours of operations for noise-producing facilities and have designated flight routes and hours for aircraft to utilize airports and landing pads near population centers and housing.

Our target goal for the number of federal/state/local regulatory fault findings is zero. Our actual performance was two findings. These are due to the mineral content in the Camp Dodge water that is caused by the very old distribution system on post that provides water to our users. We will soon begin the final phases of a multi-phased Camp Dodge water plant and distribution improvement program. The completion of these final phases will replace the current distribution system and should eliminate findings as a result of the water system.

We have a very comprehensive program of environmental education and unit/activity environmental compliance inspections. These programs are based on federal and state laws and regulations and are continually emphasized and strictly enforced.

Our target goal of percentage passes of the unit/activity environmental compliance inspections is 90%. Our actual performance was 92%.

We work with other agencies to gain the best advantage for the citizens of Iowa and involved parties. We actively pursue environmental partnerships with area schools and organizations. These working relationships are a win-win for all involved in that we can provide a “laboratory” for others while we gain from their expertise and efforts. The number of these partnerships is solely based on our needs and requirements. We seek partnership opportunities to satisfy these needs and requirements when we don’t have the capability and expertise on our staff.

Our target goal of number of Iowa-based educational institution environmental partnerships is 2. Our actual performance is 2.

- Our units are formally evaluated in five areas concerning unit readiness each quarter. These areas have been dealt with earlier in this report. However, we chose to highlight the Unit Status Reports because they are evaluation of our units that directly relates to the mobilization and deployment of our units by the Department of Defense. Each of our units is evaluated quarterly in the areas of personnel on hand, personnel qualification, equipment on hand, equipment readiness, and training.

The criteria and standards of this evaluation are very exact. The location of the units in the six-year training cycle is crucial to the evaluation for obvious reasons. The percentages are heavily impacted by the federal mobilizations and the units’ recovery. Returning units may experience personnel turbulence including turnover, retraining requirements, and senior leader education and progression. Essential equipment may not be available because it was retained by DOD in the combat theater or is unsatisfactory due to the maintenance requirements for training. The Iowa Guard has been affected by all of these as has been previously explained in this report.

We make improvements daily in our readiness and our demonstrated and evaluated ability to perform our mission.

Our target goal for percentage of units that meet quarterly Unit Status Report readiness standards is 65%. This is an ambitious goal considering the high number of units and personnel that have been deployed in recent years. Our actual performance at the end of this fiscal year is 5%. Again, that is solely due to the availability of mission-essential equipment in our units. Our readiness rate exceeded 90% prior to sending units off to war and having them return without their equipment.

- Federal funding of our programs is vitally important. Perennially, we endeavor to increase the federal funding that is received by the Iowa National Guard. Approximately 97% of our total annual funding is provided by the Department of Defense with the remainder by the State of Iowa.

Our target goal of increased percentage of federal funding during the year is 2%. We realized 4% growth in 2004 and 2005. We had another increase in 2006. We realized a 9% decrease in 2007. The \$33M reduction of federal funding comes largely from the significantly reduced numbers and payment of Iowa National Guardsmen who were serving on federal active duty during the 2007 federal fiscal year. We have had steady increases in our federal funding growth for many years. The dramatically reduced number of soldiers and airmen on federal duty directly relates to the vast majority of this year's decrease. The reduced dollars is also involved in the mobilization process functions that didn't occur this year. We anticipate that we will see the amount of federal funding of the Iowa National Guard to continue to increase. However, the mobilization process and affects will continue to fluctuate as the number of mobilizations and involved Iowa Guardsmen changes from year to year.

- Support federal, state, and community drug demand reduction and counter drug programs. The amount of federal funding available to our Iowa National Guard counterdrug programs and our support of the Military Counterdrug Training Center (MCTC) directly relate to their effectiveness and the numbers of students, communities, and law enforcement officials that we can assist.

Again, Iowa is a long-time forerunner in counter drug operations and our programs have received national recognition for their content, application, and results.

Typically, the Iowa National Guard has approximately 45 soldiers and airmen on duty providing support and assistance to Iowa-based federal, state, and local law enforcement agencies. They have provided instrumental assistance in the investigation, identification, apprehension, and prosecution of major illegal drug operations.

Our Iowa National Guard Methamphetamine Education Program has received national recognition for its effectiveness.

The illegal drug-screening program conducted in the state headquarters has been judged as the best in the nation. Our leaders understand the criticality of insuring our soldiers and airmen are unimpaired for duty performance. Every opportunity is taken to educate our members, and identify, eliminate and provide rehabilitate, as applicable, identified violators.

Our target goal of amount of federal funding to support these programs is \$6.0M. We received \$6.5M this year and anticipate a larger amount in 2008. This will increase our ability to hire and employ coordinators to work with counties and local communities as well as the number of classes that can be scheduled and conducted and the students that can attend MCTC throughout the supported region.

- The majority of funding for our facility construction/modernization program is received from the federal government. However state funding may be required to support a percentage of the work. Determining factors whether the building is

located on federal or state property, which the principle user is and what the principle function is, and the availability federal or state funding when the project rises in priority for completion.

Some of our projects are 100% federally funded and others are a combination of federal and state. 75% federal/25% state is common.

The Iowa National Guard has some of the finest facilities for our soldiers and airmen of any state. Our statewide Army and Air Guard facilities and construction program has been proactive. In fact, Iowa and Arkansas were the only two Army National Guard organizations in the nation to receive funding from the Base Realignment and Closure (BRAC) Commission for new construction. The Iowa National Guard's project will be a three-building complex located near the Camp Dodge main gate on Northwest 70th Avenue. The \$33.1 million complex will include a readiness center that will consolidate a number of Iowa Army National Guard units and dramatically increasing the quality of their quarters. This will be our largest armory in the state. This is an example of a 100% federally-funded project, though \$50,000 of State of Iowa funding has been requested for exceptions to building policy and other improvements that may be incurred during the construction.

The complex will also contain the Des Moines-area Military Entrance Processing Station (MEPS) currently located in Clive, Iowa, and the US Army Recruiting Battalion headquarters currently stationed in the Des Moines Federal Building. The two latter organizations will bring a large cost savings in the construction payback versus the current lease programs. Additionally, locating both elements at Camp Dodge can have a very positive impact on our recruiting and retention program and our overall organizational readiness.

We also had significant federally-funded construction programs at the Sioux City and Dodge air bases.

We are planning the construction of more significant BRAC-funded projects and other projects to improve our facilities during 2008.

The normal military construction (MILCON) funding ratio is 3:1. This program funding could diminish to 1:1 if we only executed the funding that is provided to us by the federal government and did not aggressively execute request additional funding as we do with our very successful end-of-year program of having projects ready for execution when we can secure funding that has been non-executed by other states.

Our target goal of percentage of federal/state capitals/military construction (MILCON) funding is 8:1. Our actual performance is 1033:1 in 2007.

- The federal MILCON funding ratio related directly with the amount of actual funding that we receive for the completion of various statewide projects. The acquisition of this funding allows us to plan and construct the vitally needed facilities

where our soldiers and airmen will train and where they will work and maintain their equipment and improve and maintain readiness in their units.

This funding contributes to Iowa's economy by employing the building trade for our projects. The economic impact helps produce jobs for Iowans and in turn generates taxes to support state programs.

Our target goal of federal MILCON funding received annually to support our new construction/modernization program is \$10M/year average over 10 years. This accounts for years when funding simply is not available and other years such as this year when we received a major share of all MILCON funding available. We have had a \$17.5M average for the fiscal years 2002-2007.

- Again, approximately 97% of the Iowa National Guard's total annual funding is received from the federal government. Our target goal of federal funding is 30:1. Our actual performance is 34:1.

We received \$342,464,923 of federal funding and \$10,073,455 State of Iowa funding in 2007. This is good for Iowa's economy. We demonstrate an economic impact of nearly \$2.4M on the federal revenues when an economic impact multiplier of 7 is applied.

At the same time, we are able to attract considerable reimbursed federal dollars that support various military support functions, i.e., base security, as well as funding for our Homeland Security Emergency Management Division operations and full/partial salaries, and the various military contractors that have come to Iowa and Camp Dodge to base their operations and employ Iowans.

In addition to the federally appropriated monies that provide military and civilian wages and provide for many support operations, the soldiers and airmen who have been mobilized received federal pay and allowances that are in addition to the appropriated dollars. Since these are paid through active duty finance centers we are unable to determine the exact amount, however, we can be sure that our mobilized soldiers and airmen have returned hundreds of thousands of dollars back into their statewide communities and significantly impacted on our state's economy.

The pay and allowances and various bonuses, the Iowa National Guard Education Assistance Program, and the Military Service member Home Ownership Assistance program provide income and incentives to our members. Our Iowa Guardsmen have been loyal to their oaths to "support and defend the Constitution of the United States and the State of Iowa." They have answered the call over and over. In return, they receive pay and allowances and various assistance programs that encourage them to remain in Iowa after they complete their educations to raise families, purchase homes, and support and contribute to their local communities.

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